

U.S. Department of Justice
Washington, DC 20530

OMB NO. 1124-0002; Expires February 28, 2014

Supplemental Statement

**Pursuant to the Foreign Agents Registration Act of
1938, as amended**

For Six Month Period Ending 01/31/2012

(Insert date)

I - REGISTRANT

1. (a) Name of Registrant

(b) Registration No.

M.Silver Associates, Inc.

3131

(c) Business Address(es) of Registrant

747 Third Avenue, 23rd Floor
New York, NY 10017

2. Has there been a change in the information previously furnished in connection with the following?

(a) If an individual:

- | | | |
|---------------------------|------------------------------|-----------------------------|
| (1) Residence address(es) | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| (2) Citizenship | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| (3) Occupation | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

(b) If an organization:

- | | | |
|--------------------------|------------------------------|--|
| (1) Name | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| (2) Ownership or control | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| (3) Branch offices | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

(c) Explain fully all changes, if any, indicated in Items (a) and (b) above.

IF THE REGISTRANT IS AN INDIVIDUAL, OMIT RESPONSE TO ITEMS 3, 4, AND 5(a).

3. If you have previously filed Exhibit C¹, state whether any changes therein have occurred during this 6 month reporting period.

Yes ☐ No ☒

If yes, have you filed an amendment to the Exhibit C? Yes ☐ No ☐

If no, please attach the required amendment.

¹ The Exhibit C, for which no printed form is provided, consists of a true copy of the charter, articles of incorporation, association, and by laws of a registrant that is an organization. (A waiver of the requirement to file an Exhibit C may be obtained for good cause upon written application to the Assistant Attorney General, National Security Division, U.S. Department of Justice, Washington, DC 20530.)

4. (a) Have any persons ceased acting as partners, officers, directors or similar officials of the registrant during this 6 month reporting period?Yes ☐ No ☒

If yes, furnish the following information:

Name	Position	Date Connection Ended
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(b) Have any persons become partners, officers, directors or similar officials during this 6 month reporting period?

Yes ☐ No ☒

If yes, furnish the following information:

Name	Residence Address	Citizenship	Position	Date Assumed
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5. (a) Has any person named in Item 4(b) rendered services directly in furtherance of the interests of any foreign principal?Yes ☐ No ☒

If yes, identify each such person and describe the service rendered.

(b) During this six month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity? Yes ☐ No ☒

Name	Residence Address	Citizenship	Position	Date Assumed
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(c) Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period? Yes ☒ No ☐

If yes, furnish the following information:

Name	Position or Connection	Date Terminated
Carrie Hyman	Account Supervisor	11/30/2011

(d) Have any employees or individuals, who have filed a short form registration statement, terminated their connection with any foreign principal during this 6 month reporting period? Yes ☒ No ☐

If yes, furnish the following information:

Name	Position or Connection	Foreign Principal	Date Terminated
Carrie Hyman	Account Supervisor	Riviera Nayarit	11/30/2011

6. Have short form registration statements been filed by all of the persons named in Items 5(a) and 5(b) of the supplemental statement?Yes ☒ No ☐

If no, list names of persons who have not filed the required statement.

II - FOREIGN PRINCIPAL

7. Has your connection with any foreign principal ended during this 6 month reporting period? Yes ☐ No ☒
If yes, furnish the following information:

Foreign Principal

Date of Termination

8. Have you acquired any new foreign principal(s)² during this 6 month reporting period? Yes ☐ No ☒
If yes, furnish the following information:

Name and Address of Foreign Principal(s)

Date Acquired

9. In addition to those named in Items 7 and 8, if any, list foreign principal(s)² whom you continued to represent during the 6 month reporting period.

VIA RAIL
OFICINA DE VISITANTES Y CONVENCIONES DE LA RIVIERA NAYARIT
Singapore Tourism Board
Aruba Tourism Authority
Turkish Culture & Tourism Office

10. (a) Have you filed exhibits for the newly acquired foreign principal(s), if any, listed in Item 8?

Exhibit A³ Yes ☐ No ☒Exhibit B⁴ Yes ☐ No ☒

If no, please attach the required exhibit.

- (b) Have there been any changes in the Exhibits A and B previously filed for any foreign principal whom you represented during this six month period? Yes ☐ No ☒

If yes, have you filed an amendment to these exhibits? Yes ☐ No ☐

If no, please attach the required amendment.

² The term "foreign principal" includes, in addition to those defined in section 1(b) of the Act, an individual organization any of whose activities are directly or indirectly supervised, directed, controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual. (See Rule 100(a) (9)). A registrant who represents more than one foreign principal is required to list in the statements he files under the Act only those principals for whom he is not entitled to claim exemption under Section 3 of the Act. (See Rule 208.)

³ The Exhibit A, which is filed on Form NSD-3 (Formerly CRM-157) sets forth the information required to be disclosed concerning each foreign principal.

⁴ The Exhibit B, which is filed on Form NSD-4 (Formerly CRM-155) sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

III - ACTIVITIES

11. During this 6 month reporting period, have you engaged in any activities for or rendered any services to any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☒ No ☐

If yes, identify each foreign principal and describe in full detail your activities and services:

Please see attached 2011 PR plans & Reports

12. During this 6 month reporting period, have you on behalf of any foreign principal engaged in political activity⁵ as defined below? Yes ☐ No ☒

If yes, identify each such foreign principal and describe in full detail all such political activity, indicating, among other things, the relations, interests and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored or delivered speeches, lectures or radio and TV broadcasts, give details as to dates, places of delivery, names of speakers and subject matter.

13. In addition to the above described activities, if any, have you engaged in activity on your own behalf which benefits your foreign principal(s)? Yes ☐ No ☒

If yes, describe fully.

⁵ The term "political activity" means any activity that the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting or changing the domestic or foreign policies of the United States or with reference to political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

IV - FINANCIAL INFORMATION**14. (a) RECEIPTS-MONIES**

During this 6 month reporting period, have you received from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income or money either as compensation or otherwise? Yes ☒ No ☐

If no, explain why.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies.⁶

Date	From Whom	Purpose	Amount
Please see attachment I			

Total

(b) RECEIPTS - FUNDRAISING CAMPAIGN

During this 6 month reporting period, have you received, as part of a fundraising campaign⁷, any money on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☐ No ☒

If yes, have you filed an Exhibit D to your registration? Yes ☐ No ☐

If yes, indicate the date the Exhibit D was filed. Date _____

(c) RECEIPTS-THINGS OF VALUE

During this 6 month reporting period, have you received any thing of value⁹ other than money from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal?

Yes ☐ No ☒

If yes, furnish the following information:

Foreign Principal	Date Received	Thing of Value	Purpose

^{6, 7} A registrant is required to file an Exhibit D if he collects or receives contributions, loans, moneys, or other things of value for a foreign principal, as part of a fundraising campaign. (See Rule 201(e)).

⁸ An Exhibit D, for which no printed form is provided, sets forth an account of money collected or received as a result of a fundraising campaign and transmitted for a foreign principal.

⁹ Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks," and the like.

15. (a) DISBURSEMENTS-MONIES

During this 6 month reporting period, have you

(1) disbursed or expended monies in connection with activity on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☐ No ☒(2) transmitted monies to any such foreign principal? Yes ☐ No ☒

If no, explain in full detail why there were no disbursements made on behalf of any foreign principal.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies, including monies transmitted, if any, to each foreign principal.

Date	To Whom	Purpose	Amount
------	---------	---------	--------

Total

(PAGE 7)

(b) **DISBURSEMENTS-THINGS OF VALUE**

During this 6 month reporting period, have you disposed of anything of value¹⁰ other than money in furtherance of or in connection with activities on behalf of any foreign principal named in Items 7, 8, or 9 of this statement?

Yes ☐

No ☒

If yes, furnish the following information:

Date	Recipient	Foreign Principal	Thing of Value	Purpose
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(c) **DISBURSEMENTS-POLITICAL CONTRIBUTIONS**

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or other things of value¹¹ in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

Yes ☐

No ☒

If yes, furnish the following information:

Date	Amount or Thing of Value	Political Organization or Candidate	Location of Event
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^{10, 11} Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks" and the like.

V - INFORMATIONAL MATERIALS

16. (a) During this 6 month reporting period, did you prepare, disseminate or cause to be disseminated any informational materials?¹²
 Yes ☒ No ☐

If Yes, go to Item 17.

- (b) If you answered No to Item 16(a), do you disseminate any material in connection with your registration?

Yes ☐ No ☐

If Yes, please forward the materials disseminated during the six month period to the Registration Unit for review.

17. Identify each such foreign principal.

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Singapore Tourism Board

Aruba Tourism Authority

Turkish Culture & Tourism Office

18. During this 6 month reporting period, has any foreign principal established a budget or allocated a specified sum of money to finance your activities in preparing or disseminating informational materials? Yes ☐ No ☒

If yes, identify each such foreign principal, specify amount, and indicate for what period of time.

19. During this 6 month reporting period, did your activities in preparing, disseminating or causing the dissemination of informational materials include the use of any of the following:

- ☒ Radio or TV broadcasts ☒ Magazine or newspaper ☐ Motion picture films ☐ Letters or telegrams
☐ Advertising campaigns ☒ Press releases ☐ Pamphlets or other publications ☐ Lectures or speeches
☐ Other (specify) _____

Electronic Communications

- ☐ Email
☐ Website URL(s): _____
☐ Social media websites URL(s): _____
☐ Other (specify) _____

20. During this 6 month reporting period, did you disseminate or cause to be disseminated informational materials among any of the following groups:

- ☐ Public officials ☒ Newspapers ☐ Libraries
☐ Legislators ☒ Editors ☐ Educational institutions
☐ Government agencies ☐ Civic groups or associations ☐ Nationality groups
☐ Other (specify) _____

21. What language was used in the informational materials:

- ☒ English ☐ Other (specify) _____

22. Did you file with the Registration Unit, U.S. Department of Justice a copy of each item of such informational materials disseminated or caused to be disseminated during this 6 month reporting period? Yes ☐ No ☒

23. Did you label each item of such informational materials with the statement required by Section 4(b) of the Act? Yes ☐ No ☒

¹² The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

VI - EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swear(s) or affirm(s) under penalty of perjury that he/she has (they have) read the information set forth in this registration statement and the attached exhibits and that he/she is (they are) familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her (their) knowledge and belief, except that the undersigned make(s) no representation as to truth or accuracy of the information contained in the attached Short Form Registration Statement(s), if any, insofar as such information is not within his/her (their) personal knowledge.

(Date of signature)

(Print or type name under each signature or provide electronic signature¹³)

February 14, 2012

/s/ Morris Silver

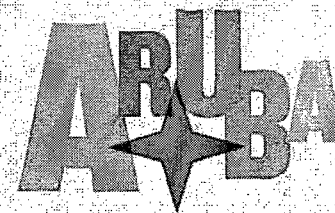
eSigned

¹³ This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.

Aruba Public Relations Plan 2011

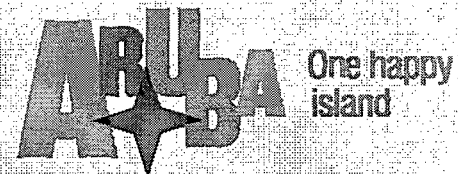
msilverassociates
public relations • marketing communications

One happy
island



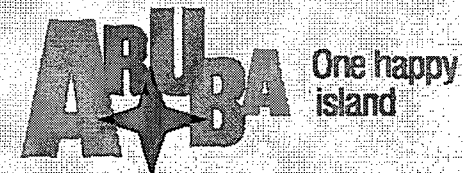
Public Relations Overview

- In 2010, Aruba responded to economic conditions and Caribbean competition by ramping up public relations efforts
 - The result: higher profile among media and consumers; expanded presence in competitive (and cluttered) marketplace
- Increased air service to Aruba driving importance of secondary markets, supported by advertising and public relations
- DELTA, JetBlue and AirTran increased flight service from NYC, Atlanta and Boston providing an opportunity for market-specific promotion and new customer development
- While East Coast U.S. markets continue to be the primary communications focus, Southwest and AirTran merger will increase exposure to the West Coast
- Caribbean destinations are trying to capitalize on travelers cautious of Mexico, thus opening up the region to new travel audiences
- Aruba's new global branding campaign "One happy island" launched in September 2010, bringing fresh, new attention to the destination



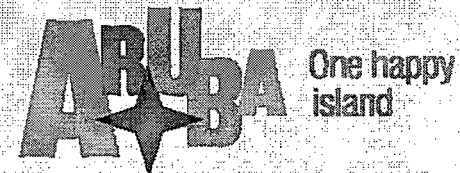
Current Media Overview

- The media continues to look for travel value, along with authentic and memorable travel experiences
- News such as hotel/resort openings, new flight services and major events provide solid opportunities for national coverage
- Layoffs and shrinking editorial staff means less time that press can spend out of office (at events, press trips, etc.)
- Broadcast outlets, esp. regional affiliates are more reliant than ever on pay-for-play exposure
- Product placement continues on non-scripted shows
- Joint efforts between advertising and third party partnerships will be instrumental in building brand awareness and leveraging budgets



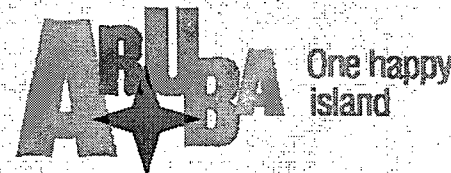
Current Media Overview

- Online continues to grow faster than traditional media – social media is a must for awareness building and sales promotion
- Destinations, hotels, airlines and attractions are aggressively tapping into social media for consumer connection
 - Presence on Facebook, Twitter and blogs spreads the word on Aruba and ultimately drives bookings
 - Social media promotions provide direct customer engagement
- Even media are getting into the social networking game. TV shows and magazines have prominent Facebook presences and regularly Tweet and market on YouTube and other social media channels
- Travel marketing is going mobile: combined sales of smartphones and handheld tablets (ex. iPads and Amazon Kindles) predicted to total 400 million over the next 18 months, and surpass sales of PCs



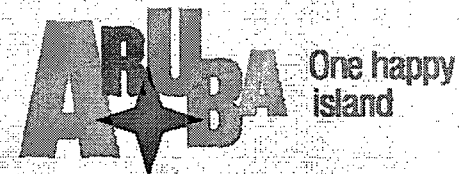
PR Goals & Objectives

- Raise Aruba's profile with media, consumer and trade audiences
- Create wide-spread awareness for major country initiatives – Aruba International Film Festival, *Aruba In Style*, Bo Aruba, etc.
- Support the success of the new ATA and its leadership
- Continue ATA efforts to attract a more affluent and sophisticated visitor
- Penetrate new markets, while continuing to target primary and secondary markets (esp. those with direct air service)
- Build upon “One happy island” campaign year-round
- Keep Aruba of interest to the media by creating fresh story ideas and timely news bites
- Attract visitors to Aruba.com and capitalize on new tools available on the site
- Collaborate with advertising, marketing and online teams to complement and expand programs
- Enhance the visibility of Aruba's branding
- Support Aruba's tourism industry and contribute to its overall success



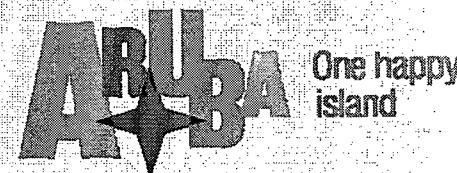
Ongoing PR Strategies

- Promote the most PR-worthy news items on-island, while continuously developing new story ideas and creating news about the destination
- Position Aruba as offering authentic and memorable experiences, providing travelers with “bragging rights” when they return home
- Tap into media and consumer trends to maximize visibility for Aruba
- Utilize ATA leadership as voice and vision for the destination
- Concentrate on critical core audiences and niche markets (bridal, golf, family)
- Seek partnerships and promotions that are compatible with and enhance the Aruba brand and current marketing initiatives
- Leverage Aruba.com functionality for multi-faceted public relations opportunities (i.e. gift registry, online friends community, etc.)
- Promote Aruba’s offerings for meetings and incentive travel
- Utilize social media and new media to help spread news, as well as showcase Aruba’s innovation and forward-thinking position in tourism marketing



Public Relations Program

2010 Summary of Success



It's All About the ROI!

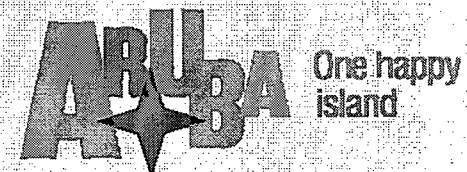
In 2010 M. Silver Associates planned and implemented a program that resulted in 367 media placements and 521 million media impressions with a total ad value of \$5.4 million, creating a 27 to 1 ROI. These record numbers show an increase over our 2009 program which garnered 25 to 1 ROI.

- January 2010 to November 2010

- Total Media Placements = 367
- Total Media Impressions = 521 million
- Total Ad Value = \$5.4 million
- Return on Investment = 27 to 1

- January 2009 to December 2009

- Total Media Placements = 298
- Total Media Impressions = 489 million
- Total Ad Value = \$4.9 million
- Return on Investment = 25 to 1



2010 Consumer Promotions

- In 2010, M. Silver secured promotions aligning Aruba and hotel partners with well-known brands and media partners. Highlights include the following brands and media partners:

- **The Martha Stewart Show:** Secured opportunity for trip giveaway to Aruba in conjunction with an episode related to travel.
- **Fresh 102.7FM, New York:** Organized live radio remote in Aruba with a series of trip giveaways
- **TLC's "Four Weddings":** Worked with Bucuti Resort to create a honeymoon package for winning couple on the show
- **NBC's "The Marriage Ref":** Secured opportunity for Aruba and the Marriott to participate in a trip giveaway on the show
- **Estée Lauder:** Secured opportunity for a donation with Estee Lauder to give out samples of Aruba Aloe to breast cancer patients at Chilton Memorial Hospital
- **The Wendy Williams Show:** MSA secured opportunity for trip giveaway to Aruba to the winner of the Wendy Williams dance competition.

BRIDES
MAGAZINE

★ macy's



ESTÉE LAUDER



SHAPE

The **wendy williams** Show

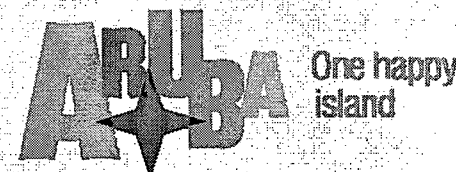
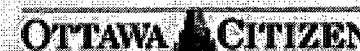
MARTHA
THE MARTHA STEWART SHOW

TLC

ARUBA One happy island

Visiting Journalists to Aruba

- Over 25 journalists visited Aruba on assignment in 2010
- Niche themed
 - Culinary trip resulted in more than 6 articles from 3 journalists
- Event focused
 - Aruba International Film Festival, June 3-6, 2010
 - Golf-themed trip, Aruba International Pro-Am Tournament, August 26-30, 2010)



EXHALE

MAGAZINE

Golfweek

PHILADELPHIA
Thursday, March 11, 2010
www.metro.us
Max 65°
Min 45°

metro
BOSTON
Thursday, March 11, 2010
www.metro.us
Max 57°
Min 37°

Not your average
island
getaway



Aruba's gorgeous scenery, breathtaking beaches and unique culture have made it a destination that's not to be missed. Go Aruba! not just for the island paradise.

More than a beach resort
Aruba is a world-class destination for those seeking a unique island experience. From world-class beaches to a rich cultural heritage, Aruba offers a truly unforgettable vacation experience.

The local cuisine
Aruba's diverse cultural heritage is reflected in its unique cuisine, a blend of Dutch, Spanish, and Caribbean flavors. From fresh seafood to traditional Dutch pastries, the local food scene is a true culinary delight.

Aruba's famous export
Aruba is famous for its world-class beaches, which are a major draw for visitors. From the pristine white sand of Eagle Beach to the vibrant turquoise waters of the southern coast, Aruba's beaches are a true paradise.

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GO!

ARUBA

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

GREAT ESCAPES

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba

Walk on the Wild Side!

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Condé Nast Traveler

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

LUXURY REPORT

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

aruba INTERNATIONAL FILM FESTIVAL

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Alluring Aruba

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

ARUBA recommend

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

Top 10 Thanksgiving Vacation Destinations

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

TimeOut Chicago

Aruba: water, food, casinos

Aruba: water, food, casinos

Aruba: water, food, casinos

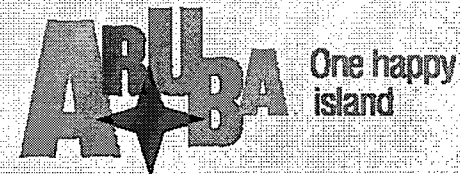
CARIBBEAN TRAVEL LIFE

Aruba: water, food, casinos

Aruba: water, food, casinos

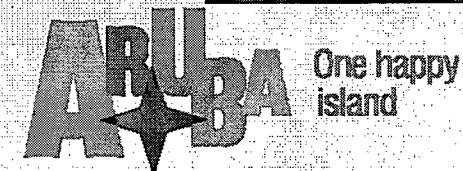
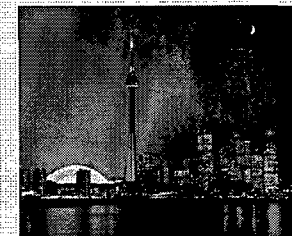
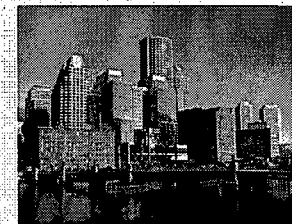
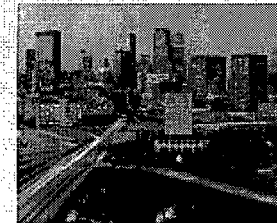
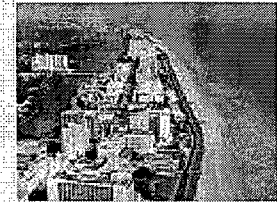
Aruba: water, food, casinos

Moving Forward: 2011 Public Relations Program



2011 Public Relations Program

- **Key Market Outreach:** Media relations emphasis on top visitor markets keeps news flowing in cities that matter most
 - In addition to national outreach, MSA will focus efforts on key regional markets throughout the U.S. and Canada where advertising has limited reach
 - Press releases promoting regional airline deals and vacation packages from tour operators
 - Market-specific media FAM trips
 - Promotions with radio stations and television in top regional markets



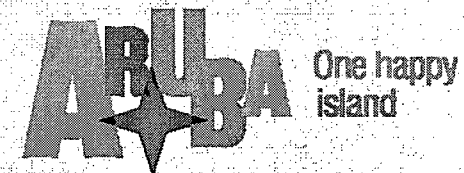
2011 Public Relations Program

- **Event Publicity and Event-focused Press Trips:** Major events will catapult Aruba to world stage and introduce it to younger audiences – supported by traditional and social media, press visits, pitches, press releases, media alerts and separate creative strategies once we have additional information from partner agencies.

- Soul Beach Music Festival (May)
- Aruba Food & Wine Festival (June)
- Aruba International Film Festival (June)
- Aruba Reef Care Project (July)
- Aruba in Style, Aruba Fashion Week (November)

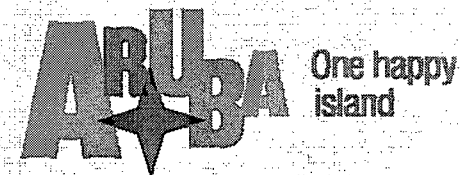
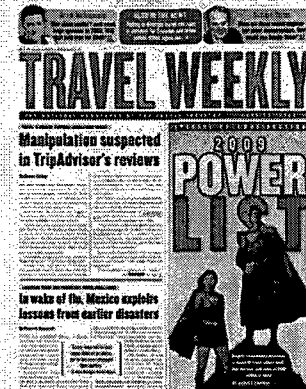
- **Niche-Themed Press Trips:** Thematic trips target specialty media, resulting in content-rich stories appealing to Aruba's niche markets

- Press itineraries customized for family-travel, active/adventure, bridal/honeymoon, etc.



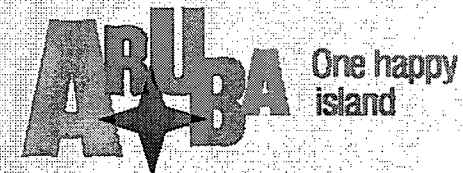
2011 Public Relations Program

- **Targeting the trade media and industry:**
Aruba Tourism Authority's new leadership, events and global branding will take center stage throughout the year.
 - Pitches and press releases with news and updates
 - Continued outreach for interviews
 - Opportunities and events (CHTA, New York Times Travel Show, Boston Globe Travel Show, etc.)
 - Media appointments in NYC and target markets for CEO Ronella Tjin Asjoe-Croes



2011 News Bureau

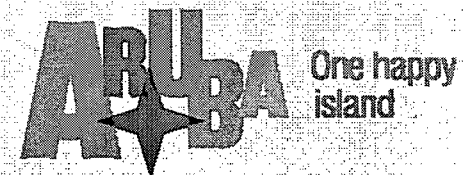
- The following is a sample of press releases that will be distributed to target media to ensure awareness of the they continue to have the most up-to-date country information and happenings:
 - 2011 New developments (hotel and air service)
 - 2011 Calendar of Events
 - Golf in Aruba
 - Destination Weddings
 - Fishing in Aruba
 - Cruise Ship Season Data
 - Aruba Reef Care Project
 - Aruba Tourism Numbers
 - Summer Sports Fun (sporting events)
 - Family packages and discounts
 - Fall packages and promotions



2011 Story Angles

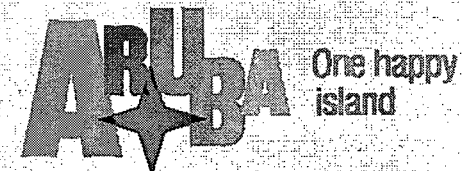
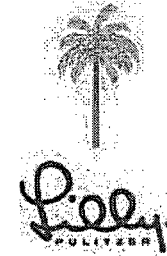
In addition to publicity for major events and developments, M Silver will also continue to pitch journalists on story angles to entice them to visit, explore and include Aruba in lifestyle feature stories.

- Around the World in Aruban Cuisine: A look at international fare and top restaurants in Aruba
- Learn to Live Like an Aruban: All of the activities that travelers can learn in Aruba (i.e. wind surfing, scuba, kite surfing, yoga).
- Over 200 Years of Design: Exploring the architecture and history of the island, as well as the new developments of the Bo Aruba campaign.
- Find your Perfect Beach: While all of the beaches of Aruba are perfect, each has its own personality and appeal.



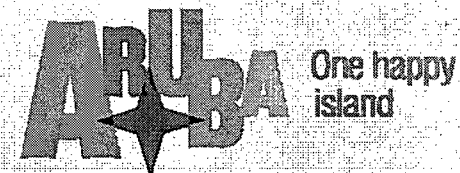
2011 Public Relations Program

- **Consumer Promotions:** Promotions aligning Aruba and hotel partners with well-known brands and media partners create additional target market awareness
 - Upcoming and possible promotions include:
 - Lilly Pulitzer: Partner with the brand for the “Pack for Paradise” in-catalogue promotion. Aruba is providing trip giveaway
 - Clinique “Happy”: Exploring partnerships with the cosmetic company and it’s “Happy” brand
 - Bloomingdale’s: Exploring opportunities to partner with the store for it’s Shopping Benefit Event
- **Aruba’s Participation in U.S. Events**
 - Caribbean Week in New York City: Maximizing Aruba’s exposure during the week-long events through media activities
 - “Super Saturday” in The Hamptons: Aligning the Aruba brand with top designs, celebrities for a must-do summer charity event in The Hamptons, NY



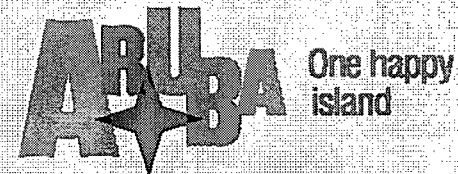
2011 Public Relations Program

- **Broadcast Outreach:** Through integrated partnerships with popular TV shows, on-location shoots can effectively increase awareness and provide viewers a first-hand look at Aruba
 - Hosting popular TV shows provides valuable opportunity for on-island publicity
- **SMT's with New B-roll:** New footage shows Aruba in best possible light and includes attributes that appeal to target demographic; usages include:
 - New and updated B-roll for in-studio travel segments
 - More and more editors are being utilized as spokespeople on morning shows and need visuals for "show and tell"
 - On-air trip giveaways provide solid ROI and are driven by good images
 - Satellite Media Tours (SMT's) achieve broadcast coverage for Aruba in a variety of markets with good visuals and key messages



2011 Public Relations Program

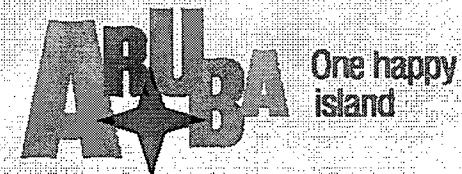
- **Strengthen Ties with Aruba PR Partners:** Maximize communications with AHATA and partners to share trends and industry intelligence, as well as learn new product details and property updates to help with media relations efforts
 - M Silver recommends holding a PR Summit for ATA global PR firms for idea sharing and creative collaboration
 - Continue distribution of media leads to partners
 - Participate in AHATA monthly conference calls
 - Coordinate efforts, esp. online (e.g. Following Aruba partners on Twitter; partners follow M Silver on Twitter, re-tweets reach more consumers and press)



Social Media Initiatives for 2011

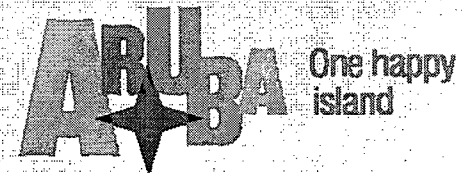
Online and New Media PR Initiatives: Continue to drive social media efforts to complement Aruba's PR program

- **Twitter**: Multiple weekly tweets (destination news, updates, packages, promotions); new collaboration with ATA/AHATA/hotels
- **Facebook**: Attract new fans through promotions and sweepstakes, share news and obtain publicity for Aruba through Facebook
- **Bloggers**: Host bloggers as we host traditional media
- **YouTube**: Utilize this medium to further promote Aruba, e.g. add b-roll and broadcast clips to existing channel
- **SEO**: Refine use of Search Engine Optimization for press releases to reach more media and direct them to Aruba.com



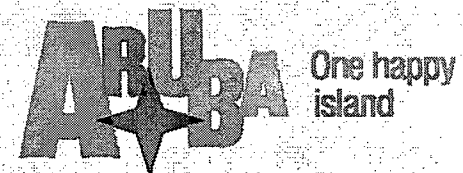
Ongoing PR Initiatives

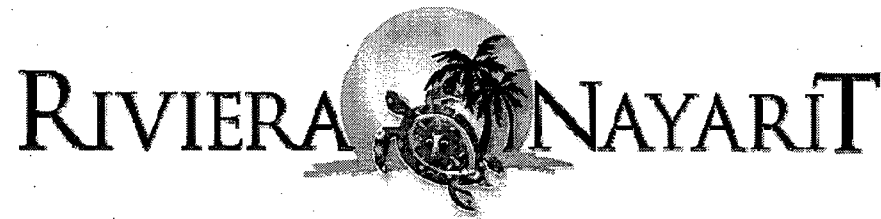
- Continued collaboration with advertising and partners
- Ongoing Aruba News Bureau
 - Aggressive day-to-day proactive pitching
 - Press releases on newsworthy and timely topics
 - Media leads for partners
 - Individual and group media press trips
 - Media monitoring and analysis
- Crisis management and preparedness
- Business intelligence: Industry and market research, trend and competitive analysis
- Conference and trade show support



Conclusion

- We look forward to another successful year of promoting Aruba!
 - Feedback is welcome and we look forward to working with everyone in the ATA in 2011
 - A supplemental "Out of Pocket" budget in 2011 for press trips and promotions is recommended and will help us elevate Aruba's public relations efforts and keep the destination high on consumers' radar screens
 - Once a budget has been determined, MSA will create a detailed plan listing specific initiatives and a budget outline for ATA's review





Riviera Nayarit Convention and Visitors Bureau

&

Bahia de Banderas Hotel and Motel Association

Public Relations Proposal

2011



M. Silver Associates Inc
November 9, 2010

SITUATION ANALYSIS

Mexico's and Riviera Nayarit's tourism has been experiencing serious challenges since 2009 due to swine flu, drug trafficking and crime, which has lowered visitor arrivals, tourism revenue and hotel occupancy, impacting promotional funds necessary to resuscitate tourism to the destination. Drug related crime remains a major problem and now is impacting Riviera Nayarit – in Tepic and most recently in Bucerias. Riviera Nayarit's 2011 marketing program will also be affected by July state elections which will freeze budgets for several months.

Therefore our public relations program needs to be particularly creative to stretch available marketing funds to achieve maximum results with minimum expenditure. We will focus on optimizing partnerships, generating press releases, creative media pitches, organizing telephone interviews, conducting proactive social media and promoting events in Riviera Nayarit. We will also work very closely with public relations representatives of Riviera Nayarit hotels, airlines, tour operators and of course, the Mexico Tourist Board to generate joint marketing and public relations endeavors throughout the year. We can also discuss some ideas for a year round calendar of destination marketing with our hotel, boutique, gallery, restaurant and tour partners.

SUMMARY OF 2010 SUCCESSES

2010 Media Highlights

Throughout 2010, Riviera Nayarit was constantly on the media's radar as a top destination to visit, despite the negative events that took place in the country and the coverage that they received in the U.S. media. MSA proactively reached out to target media in markets such as weddings and honeymoons, golf, spa, adventure travel, meetings and gastronomy, in order to keep the journalists in the loop on latest news, developments and overall destination highlights.

Below is a selection of areas where MSA's proactive pitching has resulted in significant coverage for Riviera Nayarit:

- In an effort to promote Riviera Nayarit's first ever Nautical Extravaganza, MSA developed a PR campaign which included a series of press releases around the Nautical events, proactive pitching of top target media covering sailing, adventure and water sports, a social media campaign on Twitter and Facebook, as well as securing media attendance for the Nautical press trip in January/March of 2010. One of the more significant results of this campaign was the feature article in *Yachting Magazine*, a well-known sailing publication with articles that focus on destinations, how-to and new product information including developments in marine electronics, sails, chartering options and racing. Other outlets that covered the nautical events include *Sailing* and *Sail* magazines, both focusing on destinations and new products in the sailing world, with articles featuring both large and small boat sailors.

- 2010 was, again, a challenging year for Mexico. With safety issues and travel concerns happening almost every month in different areas of Mexico, the US media had to be kept informed of the areas that were still safe to travel and correctly educated regarding misconceptions and generalizations of Mexico that were rampant. MSA proactively reached out to travel consumer and trade media to assure them that traveling to Riviera Nayarit is safe and that all activities in the region are still going on as scheduled. Riviera Nayarit's name remained positive in the U.S. media and MSA continued to send positive pitches and news involving the events and promotions taking place in the region. A notable outcome of MSA's efforts appeared in *TravelAge West*, which mentioned that Riviera Nayarit is "growing by leaps and bounds," adding new golf courses and resorts, such as Dreams Villa Magna or Taheima Wellness Resort and Spa.
- This past year, MSA has placed a great emphasis on developing social media campaigns and strengthening media relations with travel bloggers. Riviera Nayarit has been featured in a number of prominent travel blogs that have featured the destination's exquisite cuisine, lavish resorts and impressive list of activities. In June, Riviera Nayarit hosted prolific blogger Annie Scott, of *Gadling.com* and *Luxist.com*, a travel blog that discusses travel for active and adventure seeking travelers and offers in-depth reviews for destinations all over the world. Annie featured her experience in Riviera Nayarit in blogs titled "Meet Chef Betty, the Best Chef in San Blas" and "Go on Holiday, Help a Sea Turtle" which reached a circulation of 898,800.
- As destination weddings and honeymoons are one of Riviera Nayarit's strongest markets, MSA has continuously kept bridal publications in the loop by pitching new developments, packages and news from all the resorts in the region. Publications such as *Destination Weddings & Honeymoons* or *Bridal Guide* have frequently included news from the various resorts in the area, as well as information on packages, hotel upgrades, and mentions of celebrities that have been spotted at the luxurious properties in Punta Mita.

2011 OBJECTIVES

- Continue to build awareness and interest in Riviera Nayarit
- Increase tourism from the U.S. and Canada
- Promote the region's image and facilities for LUXURY and NATURE
- Work closely with the Riviera Nayarit Convention and Visitors Bureau destination partners to help increase awareness and visits to Riviera Nayarit from North America

- Generate tourism to Riviera Nayarit from North America by stimulating awareness and interest among consumers and the travel industry of the diverse attractions and facilities of the destination
- Continue to differentiate Riviera Nayarit from the perception of Puerto Vallarta
- Implement a creative public relations program that maximizes results with minimum expenditure
- Encourage companies to select Riviera Nayarit as a meeting and/or incentive destination
- Attract upscale visitors to Riviera Nayarit by promoting special interests such as golf, fishing, whale watching, water sports, bridal/wedding, spas, etc.
- Support industry alliances and partners that enhance the Riviera Nayarit experience and raise consumer interest
- Forge quality and synergistic working relationships with the marketing/public relations departments at new Riviera Nayarit hospitality brands (Iberostar, La Tranquila, Park Hyatt) just as we have with the Four Seasons, St. Regis, Riu, Grand Velas, Estancia Group, Mexico Tourism Board, tour operators and others to ensure maximum media awareness of the development, use of the Riviera Nayarit brand and integration of PR activities
- Help increase traffic for Riviera Nayarit's general consumer and luxury websites

STRATEGIES

- Conduct an aggressive media relations campaign designed to educate the North American consumer and travel industry regarding Riviera Nayarit's tourism destinations, attractions, tour products and facilities
- Position Riviera Nayarit as *the* premier tourism destination in Mexico
- Promote Riviera Nayarit as a year-round destination, with particular focus on the low season: summer and fall months
- Position Riviera Nayarit as a safe, friendly, healthy destination offering world-class visitor facilities, services and amenities
- Implement strategic, diverse and impactful social media program to reach a wide range of audiences
- Help create and promote a year round calendar of destination marketing with partners
- Organize media tours/interviews in conjunction with spokespersons' travel in North America
- Collaborate with key tourism partners (airlines, hotel groups, tour operators, regional tourist offices) to maximize promotional endeavors, use of the Riviera Nayarit brand and optimize budgets
- Organize press familiarization trips to generate feature coverage in target media, based on availability of airfare

- Penetrate special interest markets, notably golf, weddings/romance, luxury, nature, water sports, family travel, incentive travel, fishing, etc.
- Utilize the multitude of festivals and sporting events to promote tourism to Riviera Nayarit
- Promote celebrity visits to Riviera Nayarit
- Aggressively pitch television coverage to be filmed in Riviera Nayarit
- Collaborate with our Worldcom public relations partner in Mexico City to support Riviera Nayarit destination promotion in Mexico
- Place particular emphasis on media outreach and securing coverage in key gateway cities in the Midwest, Southwest, West, New York, Vancouver and Toronto.

PUBLIC RELATIONS ACTIVITIES

Riviera Nayarit Tourism News Bureau

The focal point and base of operations for the M. Silver public relations program will be the Riviera Nayarit News Bureau, established in the agency's New York office. The activities of the news bureau will include:

- Pro-actively pitching stories to consumer and trade media
- Responding to media queries
- Screening media requests for visits to Riviera Nayarit
- Developing and maintaining a customized media database
- Regularly updating the press kit
- Regularly updating the press room on the website
- Monitoring editorial calendars and media leads to pitch stories
- Maintaining photo, video, information and brochure libraries

Social Media Campaign

- **Twitter and Facebook campaigns** – M. Silver Associates will provide content in the course of the year for postings for Twitter and Facebook that the CVB and other destination partners can use for their Twitter and Facebook accounts as well. These campaigns will focus on special events, festivals, introduction of new properties, launch of a new destination marketing campaign, special awards and top statistics.
- **YouTube and Flickr:** Maintain and update existing platforms to visually promote the destination to both consumers and media. Encourage visiting press to upload their photos and videos to each site. MSA will continuously post footage and photos from special events, festivals, tournaments, excursions and new developments happening in the region.
- **QR Codes:** QR codes have recently become a trend for smart phones to view video. Once a QR code is scanned, a pop-up window appears in which a video begins to play. QR codes are an easy, free and fun way to allow consumers to view videos. Riviera Nayarit can optimize its existing videos and create a QR code to be distributed to consumers. MSA recommends that a trip sweepstake be offered to entice consumers to watch the video. An example campaign could be: "Watch for the Secret Word and Submit the Word on www.RivieraNayarit.com to win a Free Trip!"
- **I-Phone Apps:** Collaborate with the Mexico Tourist Office to further promote their travel app for Mexico destinations; providing content on Riviera Nayarit's special events, offers, etc.
- **Press Release Optimization:** Utilization of key words, SEO (search engine optimization) and tracking with wire services
- **Blogger Relations and Education Campaign:** M. Silver Associates has strong contacts and relationships with the key industry and consumer bloggers, which changes constantly. We will communicate with these bloggers to educate them regarding Riviera Nayarit and regularly pitch them on stories about the destination

Destination Marketing

Destination marketing is a great way to garner consumer attention, stimulate visits, educate travelers about the destination's diversity and track sales from the promotion. We would work closely with your destination partners to develop a series of seasonal and themed promotional periods including downloadable discount coupons for hotels, restaurants, shopping and sightseeing that could be secured on the Riviera Nayarit website and, if desired, the websites of all participating partners. The destination marketing would be promoted on the Riviera Nayarit website and through public relations outreach to media in the U.S., Canada and Mexico. Ideally we should generate a full calendar of destination marketing programs:

- Romance and luxury in Riviera Nayarit for January – April
- Dine-Around in Riviera Nayarit – April-May
- Family vacations in Riviera Nayarit for June-August
- Holiday shopping in Riviera Nayarit for October – December 15

Other topics could include: sports getaways including accommodations plus golf, fishing and surfing; art month with special discounts for art galleries and handicraft boutiques as well as having galleries and boutiques open late two days a week during that month.

Promote Events in Riviera Nayarit

A wide range of events are scheduled in Riviera Nayarit over the course of the year and we will actively promote them in advance to encourage increased visitors, as well as promoting them during the event to generate greater interest and awareness of the destination. Key events to promote include:

- January: Festival of Migratory Birds - if possible, organize a press visit by wildlife and bird publications
- March: Banderas Bay Regatta, March 8-12
- March: LPGA Futures Tour golf tournament
- March: Punta Sayulita Longboard y Stand up Paddle Classic 2011, March 11-13
- April: Announcements for Tianguis
- June: Fishing Tournament in San Blas
- July: Sport Fishing Tournament in Nuevo Vallarta
- October: Pan American Games
- November: Riviera Nayarit Gastronomy Festival

Media Relations

Your MSA account team will make daily contact with travel media in North America, pro-actively pitching a wide range of story ideas about Riviera Nayarit to print, online, travel blogs and broadcast media.

We will also collaborate with Four Seasons and St. Regis to promote celebrity visits to Riviera Nayarit, distributing captioned photographs and tweeting about celebrity visits to stimulate greater interest in the destination.

We will communicate with journalists and publications that do not accept press trips and must pay their own way for researching travel articles. We will pitch Riviera Nayarit and offer our help with itinerary planning, interviews, and if applicable, media rates.

M. Silver Associates will develop a series of monthly telephone interviews with Marc Murphy and other destination spokespersons in Riviera Nayarit targeting travel trade, travel consumer and special interest publications.

Media Relations – Broadcast

We have been conducting proactive outreach to television stations to pitch filming in Riviera Nayarit for 2011. Our media relations activity will also focus on encouraging production companies that produce television programs to select Riviera Nayarit for their film location. We will communicate with the Mexico Tourist Board to see if their public relations budget can help cover airfare and travel expenses and if their advertising budget can support production fees, when necessary. Our pitching will focus on television programs featuring travel, food, nature, water sports, golf, such as:

- Todd English "Food Trip" – we have submitted story angles to the producer and he is very interested in a 2011 filming trip to Riviera Nayarit in conjunction with a visit to Mexico City, where he will soon be opening a new restaurant
- House Hunter International: This spinoff of the wildly popular HGTV *House Hunters* globe trots from Sao Paolo to Prague. Home hunters and their real estate agents check out all sorts of architectural styles and work through the idiosyncrasies of buying real estate in other countries. MSA would like to pitch the producers to film in Riviera Nayarit, mainly in Sayulita and Punta Mita where most of the ex-pats live.
- Travel Channel – There are a number of programs that we are pitching for this. One idea would be Anthony Bourdain's Emmy nominated program, *No Reservations*. He travels the globe in search of the world's best food and the program features the foods and culture of each destination. The utterly authentic restaurants in the fishing villages of Riviera Nayarit would provide a special view of Mexican cuisine and an experience of Mexico's newest destination.

- **Globe Trekker** – Pitch the nature and culture angle of Riviera Nayarit to this global travel program, which is watched by over 30 million viewers in over 40 countries including PBS in the United States, Travel Channel in the UK, Voyage France and Discovery Networks.
- **Discovery Channel or National Geographic Television** – Pitch the whales, turtles and bird watching in Riviera Nayarit
- **Golf and Fishing Channel** – Pitch coverage of sports tournaments in Riviera Nayarit
- **Culinary Travels by Dave Eckert** – A known foodie personality, Dave Eckert travels the top epicurean destinations of the world. His show is broadcasted over Wealth TV and Resort and Residences Television.
- **Wealth TV** - A major national cable network that has a wide variety of travel, culinary, history and nature programs that could be filmed in Riviera Nayarit. They travel with a small team and only ask for travel expenses; no production fees are required.

Media Relations – Guidebook Authors

We were very pleased with the initial strong response to our outreach to travel guidebook and website authors regarding Riviera Nayarit. We will continue our outreach to these important influencers, offering to check copy, sending ongoing information and organizing press visits for them to write a new section featuring Riviera Nayarit. Our targets for this year include Frommers, Lonely Planet, Insight Guides and Sunset Mexico Guide.

Press Releases

To keep Riviera Nayarit in the media and public “eye,” MSA will prepare and distribute news and feature releases as well as targeted media pitches each month on a wide variety of topics that appeal to different audiences, interests and seasonality. Many developments were delayed in 2009 and hopefully will resume their construction plans in 2010 so we anticipate that there will be substantial news of interest to a variety of audiences, trade and consumer. The news releases will cover such topics as: new developments in transportation, accommodations, infrastructure; new tour programs, facilities and services; sports facilities and events; seasonal special offers; new restaurants and nightlife; etc. Feature releases will focus on the key selling points for Riviera Nayarit tourism – sports activities, nature, golf, dining, shopping, resorts, spas, etc.

The releases will be sent to general travel and lifestyle media as well as special interest publications, travel trade media, online publications and broadcast programming. These releases will generate ongoing media coverage of Riviera Nayarit as a tourism destination.

All releases and pitches will also be “tweeted” on the MSA Facebook and Twitter accounts which currently have over 3,000 media followers.

Topics for 2011 can include:

- Bring out the RN difference – top 10 reasons to visit RN
- UNESCO 8 sites in RN
- Off the beaten path – culture, nature, birds, experiences, untouched beaches, archeology and petroglyphs
- Volunteer tourism – sea turtles
- Introduce new luxury website
- Top facts – most expensive ceviche, best beaches, biggest meeting space
- Learning vacations – cooking, Huichol art, sea turtles, golf with the pro, surfing, massage, Yoga
- Promote small hotels – take the whole hotel for your bachelor/bachelorette party or wedding
- Calendar of Events – highlights of the top events taking place in the region
- Roundup of top chefs in the region and highlights of their restaurant/best dish
- Riviera Nayarit strengths: Stats and accolades showing the region is safe and attracting travelers from all over the world

Visiting Journalist Program

Since budget for flights will be limited, we will communicate with the Mexico Tourist Board to ascertain availability of tickets for press trips. We do hope to schedule press visits in conjunction with the major events throughout the year:

- January - Festival of Migratory Birds
- November – Gastronomy Festival

In addition, as mentioned above, we wish to invite top television programs to film programs in the destination. We will meet with the Mexico Tourist Office to discuss costs for production fees and flights. We will then pitch target television programs, coordinate their itinerary and shooting needs and provide land arrangements in the destination.

We have spoken to several target media who have expressed interest in visiting Riviera Nayarit to prepare articles that fit into our luxury and nature focus for this year. If possible, we would like to arrange individual press visits for the following media:

- *Spa Finder*
- *Elite Traveler*
- *Robb Report*
- *Ladies Home Journal*
- *Departures*
- *Brides*

Travel Agent Relations

There are over 30,000 travel agencies in the U.S. and Canada. Each one potentially is a sales representative for tourism in Riviera Nayarit. MSA will continue to conduct a comprehensive travel trade public relations campaign on behalf of the Riviera Nayarit Convention and Visitors Bureau. This will include:

- Media outreach to key travel trade media
- Send trade publications news and feature releases focusing on programs and packages, hotels and tourist attractions, tour operators, new developments, familiarization trips, travel agent incentives and commissions etc.
- Travel trade media visits for publications geared for travel agents, meeting planners and incentive travel specialists
- Interviews for Riviera Nayarit spokespersons with key travel trade publications
- Promote Riviera Nayarit participation in major trade shows and Mexico seminar series in North America

Other Creative Campaigns

Other ideas for impactful public relations endeavors that do not require the expenditure of funds include:

Ask a Local

- Select some particularly interesting people in the destination that also represent a spectrum of the aspects that make Riviera Nayarit so interesting for visitors and expats alike. Some of these interesting individuals might include:
 - Huichol Art – Mariano, Suzanna and son
 - Wildlife – Eric Saracho of the Jaguar Sanctuary
 - Golf – Jesus Carmona – golf course and tigers
 - Cuisine – Chef Betty Vasquez of El Delfin who combines a local chef with gourmet international cuisine and Chef Laurent of Taheima for healthy gourmet cuisine
 - Artists
 - Expats
- M. Silver Associates would create a profile on each one, as well as a library of headshots for these local experts. We suggest that they be placed on your website in the press room as subjects for interviews. We would also create a calendar throughout the year for pitching these experts to relevant media in the U.S. and Canada for telephone interviews.

Surfing in Riviera Nayarit

- We would like to focus attention on the superb surfing in Riviera Nayarit since this is such a visual sport that attracts men and women alike of all ages and all budgets. We wish to generate releases on the caliber of the surfing in the destination, surfing schools, best spots for surfing as well as the annual surfing competition in Sayulita.
- If budget permits or if partnerships can be secured, we could organize guerrilla marketing in key market cities where volunteers or street teams would walk through congested pedestrian areas with surfboards painted with the Riviera Nayarit logo and a statement about the best surfing in the world or about the surfing tournament. This would be particularly eye catching to conduct in February in cold market cities like New York, Chicago, Denver, Toronto and Montreal.

CORE PROGRAM AND ESTIMATED BUDGET

PUBLIC RELATIONS ACTIVITIES INCLUDED IN CORE PROGRAM:

- Riviera Nayarit News Bureau in NYC office to handle all media inquiries
- Pro-active media relations, including production of story angles and creative pitch letters to print, broadcast and online outlets
- Regularly update our media data base of target trade, consumer and special interest media
- Expand and update a comprehensive press kit
- Monitor editorial calendars and media leads for trade, consumer and special interest publications to maximize opportunities for media placement
- Create and issue at least one press release or media pitch each month
- Upload press releases to website
- Coordinate arrangements for group and individual press trips including invitation, liaison regarding itinerary and interviews, follow up on return
- Arrange media interviews for Riviera Nayarit Tourism Convention and Visitors Bureau spokespersons by phone, or in conjunction with spokespersons' existing business travel plans to target cities as well as their participation in trade shows
- Help promote events in Riviera Nayarit
- Pitch production of television programs in Riviera Nayarit
- Develop and implement social and new media strategies
- Assist client in maximizing relationships and promotional opportunities with destination travel partners
- PR support at NA trade shows and seminar series in which Riviera Nayarit is participating by arranging interviews
- Monitor online coverage with Google and Factiva searches
- Strategic planning and ongoing counseling
- Monthly team teleconference regarding ongoing activities
- Monthly activity reports and clipping reports, sent by email
- Year end report with annual results
- Spanish language capability in account team

ESTIMATED BUDGET

- Agency service fees at US \$108,000 per year, per our core program, services cited above are included in the agency fees
- Out of pocket expenses included in this fee including administrative photocopying, online distribution of press releases, telephone costs, photocopies, staff travel in NYC, subscriptions
- The Riviera Nayarit CVB is responsible for out of pocket expenses for special projects, Burrelle/Luce press clipping service, media lunch events and press familiarization travel expenses as well as MSA staff travel if requested in North America and Mexico. All such expenses will be subject to prior approval by the Riviera Nayarit CVB and invoices will include invoices.
- Additional agency fees and expenses will be charged for such activities as press groups, media tours, media lunch

Singapore Tourism Board Americas Media Goals and Primary Focus Areas for 2011

Focus Areas	Culinary	Lifestyle	Cruise	Hospitality
Strategic Messaging Focus 2011	<p>Continuing promotion of Singapore as THE culinary destination of the East; focusing on new restaurant openings featuring innovative Singaporean chefs and also maximizing visits by well-known chefs to key markets in the U.S. (i.e. LA, SF and NY).</p> <p>Use signature culinary events like the World Street Food Jamboree 2011 as major platform</p>	<p>Showcasing Singapore's premium lifestyle options and vibrancy (new transformation) through branded entertainment print and broadcast.</p>	<p>Raising Singapore's profile in the Global Cruising industry to ensure Asia and Singapore are a top-of-mind destination, laying foundation for investment development in cruise sector.</p>	<p>Capitalize on increasing familiarity and interest in Asia to raise profile of Singapore as the gateway to Asia for leisure and business travel targeting BT MICE trade media as well as meeting planners and travel agents.</p>
Strategies	<p>Leverage (1) a strong identity and affinity among the US media in Singapore hawker food; (2) good allies and solid relationship with U.S. celebrity chefs and acclaimed Singapore chefs to be de facto food ambassadors.</p> <p>(3) Promote "new generation" of emerging Singapore chefs (i.e. Michael Han, Damien D'Silva, Malcolm Lee, Andre Chiang, Jimmy Chok etc.)</p>	<p>Maximize destination's transformation, new developments, superior lifestyle, etc., to get Singapore and country icons into top print and targeted broadcast through on-location filming, feature stories and photo shoots</p>	<p>Focus efforts on developing white paper or consumer survey in partnership with an international business partner, such as AMEX or Visa.</p> <p>Leverage upcoming major events to promote the cruise sector in Singapore/SEA.</p> <p>Work closely with regional cruise industry organizations to position Singapore as important hub for SE Asia cruising.</p>	<p>Third party advocacy → Develop pool of de facto ambassadors from American corporations and associations from target industries of opportunity (pharmaceuticals, financial services, biomedical and petroleum); clients who have organized events in Singapore.</p>

	(4) Develop social media platform and strategy to promote food, culture in Singapore			
Initiatives	<p>(1) Engage top broadcast food program e.g. Food Network, Cooking Channel, PBS etc.</p> <p>(2) Leverage World Street Food Jamboree to promote street food and Singaporean chefs; invite key epicurean writers to cover event.</p> <p>(3) Promote Culinary Global Alliance.</p> <p>(4) Intensify outreach to high-profile broadcast personalities to cultivate them as ambassadors for Singapore (i.e. Ching-He Huang for Cooking Channel; Ming Tsai on PBS).</p> <p>(5) Host exclusive event for top tier lifestyle, food and travel media to meet Singapore's top chefs.</p> <p>(6) Develop/create smart phone app in partnership with NEA to highlight street food, top Singaporean chefs and restaurants.</p>	<p>(1) (Print) Getting new skyline icons into top print publications e.g. <i>GQ</i> and <i>Vanity Fair</i> through on-location shoots with celebrities.</p> <p>(2) (Targeted Broadcast Opportunity) Getting Singapore featured in existing high-profile broadcast programs e.g.: Ellen DeGeneres; Live with Regis & Kelly; Rachael Ray; TODAY; Good Morning America.</p> <p>(3) Pitching to production companies that work with outlets such as The Food Network or The Travel Channel, and explore ideas on how to include Singapore as part of an existing series or a stand-alone program or major feature.</p>	<p>(1) Leveraging Cruise Shipping Asia to position Singapore as Asian cruise industry leader.</p> <p>(2) Work with industry associations / industry leaders on white paper / case studies on cruising trends in Asia and Singapore.</p> <p>3) Continue relationship with relevant North American cruise industry organizations, such as CLIA and Cruise Shipping Miami.</p>	<p>"Meetings in Singapore mean Business" campaign – A third party endorsement campaign that showcases that meetings in Singapore are more than just events, but launching pads into Asia.</p> <p>(1) Create case studies from third parties to promote BT MICE; utilize anecdotal information to pitch key BT MICE titles.</p> <p>(2) Industry Development Initiatives: events supporting culinary, hospitality and attractions business development</p> <p>(3) Develop two or three on-trend BTMICE topics to pitch to top tier print and broadcast media in Singapore. Seek HQ's help to identify these topics.</p> <p>(4) Organize key trade media engagement events around noteworthy tradeshow, with participation of Singapore industry partners and 'ambassadors.'</p>

	<p>(7) Promote “Eataly-style” Singaporean food court / market (TBD).</p> <p>(8) Drive interest in Singapore Food Truck (TBD).</p>			<p>(5) Host top tier business and MICE journalists to develop stories focused on Singapore as Asia business hub. Maximize “Top International Meeting City in the World” designation.</p> <p>(6) Pitch “ambassadors” vignettes regarding culinary, off-site excursions, green meetings and ease of doing business.</p>
<p>Target and budget</p>	<ul style="list-style-type: none"> Three broadcast food programs (SGD 1.0 mil) One high profile food media event every quarter (SGD 250k) Three food-focused media FAMs (100k) <p>Smartphone app (SGD50K)</p> <ul style="list-style-type: none"> Features hawkers, top chefs, new restaurants etc. <p>SGD 2.1 million</p>	<ul style="list-style-type: none"> Three on-location photo shoots (SGD 200k) Two features in existing programmes (SGD 500k) Two production houses (SGD 1.5 mil) <p>SGD 2.2 million</p>	<ul style="list-style-type: none"> White paper and development of case studies in partnership with financial services company. <p>SGD 80K</p>	<p>Host 3-5 major BT MICE journalists.</p> <ul style="list-style-type: none"> Host meeting planner events in New York, Chicago and Washington, DC. Attend trade shows. Support Industry Development Initiative. <p>SGD (TBD)</p>
<p>Target List</p>	<p>Food programmes: Food Network, Cooking Channel, PBS etc.</p> <ul style="list-style-type: none"> i.e. FoodCrafters on Cooking Channel Food(ography) SimplyMing Todd English 	<p>(Print):</p> <ul style="list-style-type: none"> GQ Vanity Fair <p>(Existing Programmes)</p> <ul style="list-style-type: none"> Ellen DeGeneres; Live with Regis & Kelly 		<p>(Print):</p> <ul style="list-style-type: none"> Convene One+ Corporate Meetings & Incentives and its sister publications Association Meetings

	<p>Print: <i>Bon Appetit, Cooking Light, Food & Wine, Saveur</i> etc.</p> <p>Online: Food bloggers (press FAM consisting of the top 5-7 food bloggers in the U.S. including Matt Armendariz) – Bloggers would tweet through-out the trip and provide 2-3 blog postings every day in Singapore</p>	<ul style="list-style-type: none"> • Rachael Ray Show • TODAY • Good Morning America • Scripps Network (i.e. parent company to Food Network, Cooking Channel, Travel Channel etc.) <p>(Production houses):</p> <ul style="list-style-type: none"> • Optomen USA • ZeropointZero • PBS (i.e. WGBH-TV, Frappe Productions) 		<ul style="list-style-type: none"> • <i>Northstar group of publications</i> • <i>Business Traveler, Executive Travel and Global Traveler</i>
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msilverassociates
public relations • marketing communications

Proposal



PUBLIC RELATIONS

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INTRODUCTION

The 2011 public relations plan is designed to capitalize on the solid foundation of public relations results that M. Silver Associates has produced in 2010.

The positioning that we will communicate to the North American market through our outreach to the media throughout 2011 will be:

Turkey is a safe, diverse, culturally rich and affordable destination that truly welcomes Americans

The 2011 plan described below is a blend of public relations and destination marketing endeavors to reach your most important audiences throughout the region.

Top Results of the 2010 Public Relations Program

In 2010, MSA created and managed a comprehensive public relations program to promote Turkey in the U.S. and Canada, focusing on generating coverage in top-tier print publications and broadcast media to generate greater awareness of Turkey. We maximized the opportunities generated by the designation of Istanbul as the European Capital of Culture. In addition, we pitched a wide range of story angles to major consumer travel, trade, lifestyle, inflights, as well as niche media outlets, such as: *culinary & wine, weddings & honeymoons, SPA & wellness, luxury, skiing, M.I.C.E., etc.* To secure major feature coverage, MSA researched, designed and implemented unique customized programs for journalists traveling to Turkey.

From January-October 2010, coverage of Turkey has appeared in 1,035 articles in the U.S. and Canada, generating 954,467,576 impressions and \$12,841,557 advertising value (not including broadcast and online articles). Some of the top media that covered Turkey this year include: *Conde Nast Traveler, Travel + Leisure, AFAR Magazine, National Geographic Traveler, Bridal Guide, Town & Country, Saveur, New York Times, among many others.*

The destination was also featured on four top national television programs including: *The Martha Stewart Show, Anthony Bourdain's "No Reservations", ABC's "The Bachelorette", and "WOW Turkey" on Wealth TV*, which together generated a total audience number of 18,289,856, and an advertising value of \$84,227,520.

Total coverage January through October 2010 includes 1,035 articles and four important broadcast segments with impressions exceeding 1 billion, (1,009,337,114), not including online readership, and an advertising value over \$97,069,077.

The most notable secured placements include:

Broadcast:

- ***The Martha Stewart Show***: we worked with the producers of the Martha Stewart Show, suggesting story angles and shooting sites, organizing the itinerary and escorting the crew in Turkey. They traveled in June 2010 and secured such excellent footage in Istanbul and Cappadocia that they decided to do two hour-long programs and two roundup shows rather than just one program. The shows aired in September and October 2010 on the Hallmark Channel. The audience exceeds three million, and each show is repeated three times. In addition to broadcast and online coverage, nearly two million people followed Martha Stewart on Twitter. She also shared her experiences in her blog with her millions of readers.
- ***The Bachelorette***: we pitched the show on Turkey, as well as providing story angles, itinerary liaison and recommendations for filming in some of the most beautiful and romantic sites of Istanbul. They traveled in March 2010 and the episode aired in July 2010 on the ABC national network. The program audience exceeds seven million, with an estimated ad value of \$78 million.
- ***Anthony Bourdain's "No Reservations"*** show traveled in late 2009 and aired in January 2010 on the Travel Channel. The program is available in more than 95 million U.S. homes.

Print publications:

Most of the magazine coverage cited below was based on press visits organized by M. Silver Associates:

- ***Town & Country Magazine*** – April 2010, published a 14-page feature on Turkey, highlighted on the cover of its special travel issue as *Istanbul, An Insider's Guide* and augmented by beautiful photographs. The magazine circulation is 461,571 and the advertising value of the article is \$1,255,794. Most importantly, the story is unlike any other article published in the last two years about Turkey since it truly does provide an insider's view of the most luxurious and sophisticated aspects of the city and conveys fascinating nuances of city lifestyle. The magazine is written for the socially active, affluent, well-traveled individual.
- ***Travel + Leisure*** – April 2010, published an 8-page feature on Bodrum, augmented by beautiful photographs. The magazine circulation is 969,452 and the advertising value of the article is \$33,406. Editorial content offers recommendations for all aspects of travel, including: airlines, hotels, spas and resorts, dining, shopping and entertainment.

- *Destination Weddings & Honeymoons* – July/August 2010, published a 3-page feature on Istanbul, Cappadocia and Bodrum with spectacular photographs. The magazine circulation is 175,000 and the article has an advertising value of \$39,645. Stories focus on destination wedding planning tips, fashion and products and honeymoon travel
- *Afar Magazine* – September/October 2010, published a 14-page feature, with a cover on Istanbul and augmented by beautiful photographs. The magazine circulation is 75,000 and this extensive article has an advertising value of \$232,400. Written for those who travel the world and look to connect with its cultures.
- *National Geographic Traveler* – October 2010, published a 12-page feature with a cover feature on Istanbul and augmented by beautiful photographs. The magazine circulation is 726,192, and the advertising value of the article is \$1,063,270. The magazine is written as a resource for active, curious travelers using storytelling and “you are there” photography.
- *Saveur* – October 2010, published a one-page feature on Gaziantep with a photograph. The magazine circulation is 329,838 and the advertising value of the article is \$40,320. Written for sophisticated, upscale lovers of food, wine, travel and adventure, the magazine offers articles about authentic cuisines around the world.
- *ForbesLife* – Two placements have been secured; November 2010, “The World’s Top Micro-boutique Hotels”, features Les Ottomans Hotel and a feature on Istanbul is scheduled to appear in March 2011 issue. The magazine circulation is 860,000 and provides business professionals with insider tips on travel destinations, lifestyles, fashion, collecting, sports, fine foods and wine.
- *The New York Times, Travel* – Scheduled to publish in December 2010; the story will feature Istanbul 2010 European Cultural Capital and Pera Palace Hotel. The newspaper circulation is 1,376,230.
- *Robb Report* – Scheduled to publish in December 2010; the story will feature the Grand Opening of Pera Palace Grand. The magazine circulation is 101,770. Written to convey the affluent lifestyle.
- *American Spa Magazine* – Two placements have been secured: a feature on Istanbul, scheduled to appear in February 2011 and a feature on Cappadocia & Antalya, scheduled to publish in March 2011

Travel Guidebooks

- *Lonely Planet* (Southwestern Turkey Guidebook edition) – Since the Ministry expressed concern of inaccuracies in this publication, M. Silver met with the writer prior to his visit to Turkey to advise corrections for next edition, and provided writer with press trip recommendations and substantial information on this region. This influential guidebook is scheduled to publish in March 2011
- *National Geographic Travel Books* - Istanbul – Scheduled to publish in April 2011 with content supplemented by individual press trip organized by MSA.

OBJECTIVES

We have two key objectives for our public relations program for Turkey

- Increase awareness of Turkey's tourism, cultural attractions and facilities
- Generate more visits to Turkey

STRATEGIES

All of our public relations strategies relate to these two main objectives.

Objective I - Increase awareness of Turkey's tourism, cultural attractions and facilities

- Conduct a multi-tiered PR campaign to educate the market regarding Turkey's regions and tourism attractions; build awareness and stimulate interest in travel to this destination
- Target leading national, regional and local media (print, broadcast and online) to impact consumers and the travel industry
- Continue our aggressive, proactive media relations and familiarization program to generate regular coverage and feature stories
- Generate media coverage on Turkey beyond traditional travel media; topics to include arts/culture, architecture/design, outdoor/nature, food/wine, health/wellness/spa, etc.
- Pitch important television programs on filming in Turkey since these shows have a powerful influence on American travel
- Heighten awareness and appreciation of Turkey by associating the specific interests and tastes that motivate Americans to travel with the country's multi-faceted tourism experiences
- Promote each of the regions of Turkey to stimulate interest in longer vacations and visits to other regions in addition to Istanbul

- Prepare and assist Turkey Tourism to respond to unforeseen crises, including natural or man-made disasters, political or civic strife, if necessary
- Generate positive word of mouth and peer endorsements through social networking and other "New Media" techniques
- Monitor and evaluate media and market perceptions and interest in Turkey

Objective II – Generate more visits to Turkey

- Promote Turkey as a "luxury for less" vacation spot offering a comparable quality of luxury to other European destinations, at a far less cost
- Utilize travel industry media to help educate travel and cruise agents about the attractions and facilities in Turkey
- Support tour operators by promoting their tours to Turkey to travel trade and consumer audiences
- Encourage cruise passengers to visit Turkey before or after their cruise, and get them to return for a longer vacation
- Generate coverage of seasonal and special interest travel opportunities to encourage travelers to select Turkey
- To increase attendance at major conferences and trade shows scheduled in Turkey in 2011, promote these events in relevant trade media with sufficient advance notice for individuals interested in the topic to attend or cover

KEY AUDIENCES

- Affluent leisure travelers
- Couples – romance and honeymoon
- Families
- Educational/cultural tourists – students traveling with universities, museum members, educational tours
- Business travelers
- Travel agents
- Meeting and incentive planners
- Group travel planners
- Tour operators
- Cruise vacationers
- Social media audiences
- Journalists covering travel, food, wine, sports, outdoors, culture and guidebooks
- Special interest travelers: History, Culture, Archaeology, Sports and outdoor recreation, Wildlife/environment, Gastronomy, Shopping, Health/Wellness and Spa

PUBLIC RELATIONS ACTIVITIES

Kick off 2011 Event

Introduce the new director of the Turkish Tourist Office to the national and regional trade and consumer media based in New York. Share information on new developments and excellent tourism statistics in Turkey, as well as key aspects of the 2011 public relations program. This would be an ideal occasion for the Minister of Tourism to come to New York to meet the media and introduce the new director.

Year Round Campaigns to Support Positioning

Themed Media Campaigns – Connecting the Interests of Americans to Opportunities in Turkey

Research on current travel trends indicates that consumers are increasingly motivated to travel to a destination that caters to their specific interests. M. Silver's strategic approach is to take advantage of the lifestyle interests of American travelers and to reveal like opportunities to be pursued in Turkey.

In addition, we will jointly select and agree on three to four of the most important special interest sectors that warrant extra focus to achieve Turkey's goals for this market.

The themes we can focus on include:

- History and archaeology
- Culture and the arts
- Gastronomy
- Value – Affordable Vacations
- Sports: golf, skiing, yachting, ballooning
- Meetings, conventions, incentives
- Religious Travel
- springs and luxury resorts
- Nature/environment: national parks
- Family travel
- Cruising and port experiences
- Beach Resorts
- Couples, romance and honeymoons
- Health/Wellness - spas: thermal baths, natural

Regional Campaigns

When Americans think of travel to Turkey, Istanbul is the place that immediately comes to mind. It is also important to educate North American travelers about the exciting diversity of landscapes, attractions and experiences throughout Turkey to encourage them to extend their visits and explore the other fascinating regions. We will ensure comprehensive representation by ensuring that attention is devoted to each of the country's most important tourism regions - Ankara and Western Anatolia, Turkey's Black Sea region, Mediterranean Turkey, Cappadocia and Central Anatolia, Southern Anatolia, Thrace and the Sea of Marmara, Aegean Turkey.

ONGOING PUBLIC RELATIONS PROGRAM

Turkey Tourism News Bureau

M. Silver Associates will establish the Turkey Tourism News Bureau in our New York headquarters in order to serve as the primary liaison between the Ministry of Culture & Tourism and American media. Activities will include pro-active media outreach, response to press enquiries, develop and maintain media kits, create dedicated media lists, maintain photo and video libraries and most importantly, ongoing communication with the media.

Media Pitching and Press Releases

The agency will proactively pitch leading consumer and trade media, encouraging them to produce stories on many of the subjects below. These topics will also be the focus of feature and news releases developed and distributed by MSA:

- "Cool" Istanbul – nightlife, architecture, artists, designers
- Insiders guide to Istanbul
- The distinctive personality and attractions of the key regions of Turkey: Marmara, Central Anatolia, Mediterranean, Aegean, Black Sea, Southeastern Anatolia and Eastern Anatolia
- Living history: the exceptional archaeological and historic landmarks of Turkey
- Traditional Turkey – art, artisans, sports, music and dance
- Luxury resorts and facilities
- Romantic Turkey – for honeymooners and couples of all ages
- Family travel in Turkey – activities and places of interest to children
- Cruises and yacht charters
- Year-round festivals and special events
- Cuisine, restaurants and chefs
- Shopping in Turkey – from boutiques to exotic bazaars
- Meet in Turkey – conference centers and meeting space
- Extraordinary nature and national parks
- Golf in Turkey
- Skiing "off the beaten path" in Turkey
- Health and Wellness in Turkey – modern and traditional spas
- New developments in Turkish tourism – hotels, attractions, air service, etc.
- Turkey – Home to some of the world's holiest sites for Christianity, Judaism and Islam

Proactive Media Relations Outreach

While our press releases are distributed to a wide variety of print, broadcast, online media and influential travel bloggers, we are focusing our pro-active media outreach on A-list print media and top target broadcast media. Many of them have recently visited Turkey and covered the destination, but we will use a variety of new story angles to encourage them to generate further articles on Turkey. Following is a partial list of these target media:

- **Newspapers and Wire Syndicates:** *The Associated Press, Boston Globe, Chicago Tribune, Chicago Sun Times, Toronto Globe and Mail, Miami Herald, Los Angeles Times, New York Daily News, New York Post, The New York Times, The New York Times Syndicate, Reuters, San Francisco Chronicle, The Wall Street Journal, Toronto Star, USA Today*
- **Travel Consumer and Travel Trade Publications:** *Condé Nast Traveler, Departures, Town & Country Travel, Travel + Leisure, Elite Traveler, Robb Report, Sherman's Travel, National Geographic Traveler, Budget Travel, Travel Weekly, Luxury Travel Advisor, Travel Agent, Porthole Magazine, Cruise Travel Magazine, etc.*
- **Consumer Media/Magazines:** *Bon Appetit, Esquire, Food & Wine, Forbes, Men's Journal, MORE, InStyle, People Magazine, Redbook, Saveur, Smithsonian, Newsweek, Town & Country*
- **Sports:** *Golf, Golf Digest, Yachting, Outdoors, Climbing, Discover, National Geographic Adventure, Outdoor Life, Outdoor Canada*
- **Health/Wellness:** *Self, Fitness, Spa, Men's Health, Shape*
- **Broadcast:** *Discovery Channel, Travel Channel, Food Network, History Channel, PBS, Wealth TV*
- **BT/MICE:** *Association Meetings, Business Travel, Medical Meetings, Financial & Insurance Meetings, Corporate Meetings & Incentives, Corporate & Incentive Travel, Incentives, Smart Meetings, Meeting News and Successful Meetings, Meetings West, M & C, The Meeting Professional*
- **Guidebooks:** *Fodor's Guide to Turkey, Frommers, Globetrotters*

Media Familiarization Trips

First-hand experience of a destination is essential for producing optimal, feature-length media coverage. We will work with the Ministry to plan and escort individual media trips to support key tourism destinations and special interest areas. Individual press trips are most successful in this market and, therefore, the agency will pitch A-list writers and producers of top television programs on an ongoing basis.

In doing so, MSA will carefully screen all prospective journalists to determine their specific story angles and media outlets where the story would appear (important especially when securing freelance journalists). Whenever possible, MSA will secure a letter of intent to publish from an editor at a high-profile publication for each visit secured.

Some of the press trips that we are considering for 2011 include:

- Wealth TV – we are speaking with the producer regarding a variety of story angles for several shows that are aired nationwide on this popular travel network. Since only travel arrangements are required and the crew tends to be small, we believe that this would be an important opportunity for 2011. Wealth TV shows under consideration include: *Top Travel*, *Distant Shores*, *Treasures from the Past*, *Takeoff with Ashley Coburn*, among others
- Anja Mutic, *Washington Flyer Magazine*: an excellent opportunity to promote the destination to frequent travelers as well as Turkish Airline's new route from Istanbul to Washington DC
- Chris Solomon, Freelancer, *The New York Times*
- Joseph Estavillo Lara, *Travel+Leisure México / Endless Vacation* (Spring 2011)
- Jamie Ehrlich, *Frommer's Guide to Turkey* – Individual press trip to Istanbul and Southeastern region (October 2011) to finalize the upcoming guidebook
- Caroline Trefler, *Fodor's Guide to Turkey* – Individual press trip to Istanbul, Izmir and Cappadocia to finalize the upcoming guidebook (spring 2011)
- Karen Cakebread, *Robb Report*
- Laurel Herman, *Prevue* and *Recommend* magazines– articles for the travel industry as well as meetings and convention facilities in Turkey
- David Handschuh, *New York Daily News* – individual press trip to Istanbul and Kekova
- David Rosengarten, *Saveur* – Individual press trip focuses on culinary and wine: Istanbul, Hatay, Gaziantep, Ankara, Cappadocia (May, 2011).
- Jason Oliver Nixon, Global Lifestyle Editor at *Delta SKY*: Individual press trip to prepare a luxury travel feature on Turkey – Istanbul, Bodrum. (early summer 2011)

Other media targets for 2011 include: *Travel + Leisure*, *Conde Nast Traveler*, *Elite Traveler*, *Town & Country*, etc. Since some of these media cannot accept press trips, we will encourage them to travel to Turkey and assist with itinerary suggestions and interviews.

Social and New Media Campaign

In line with the Tourism Strategy of Turkey 2023, new developing technologies have a major impact on tourism including e-promotion, emarketing and e-commerce. Social media is becoming the most direct means of reaching target markets in North America. We will conduct the following ongoing programs to assure Turkey's presence in the most influential online media and internet sites:

- **Twitter and Facebook campaigns** – M. Silver Associates will provide content in the course of the year for postings on Twitter and Facebook that the MSA and the Turkish Tourist Office teams can use for their own accounts. The MSA's Twitter and Facebook have over 3,000 media followers, which generates substantial interest. This full year campaign will focus on special events, festivals, introduction of new properties, launch of a new destination marketing campaign, special awards and top statistics.
- **YouTube:** MSA has created a Turkey YouTube site and has posted all currently available videos on Turkey. MSA will continue to update this site with any new videos produced this coming year.
- **QR Codes:** QR codes have recently become a trend for smart phones to view video. Once a QR code is scanned, a pop-up window appears in which a video begins to play. QR codes are an easy, free and fun way to allow consumers to view videos. Turkey can optimize its existing videos and create a QR code to be distributed to consumers.
- **Press Release Optimization:** Utilization of key words, SEO (search engine optimization) and tracking with wire services.
- **Blogger Relations and Education Campaign:** M. Silver Associates has strong contacts and relationships with the key travel industry and consumer bloggers, which changes constantly. We will communicate with these bloggers to educate them regarding Turkey and regularly pitch them on stories about the destination.

Putting a Face on Turkey Tourism

To maximize media interest, it is important to introduce Turkey Tourism and Ministry of Culture & Tourism officials to American media. This will be done through one-on-one interviews with trade and consumer media in major US markets. The interviews will be coordinated to coincide with officials' travel schedules in North America.

Partnerships and Alliances

M. Silver Associates will maximize Turkish Tourism's partnerships with major tour operators and airlines for Turkey, as well as working closely with all of the Turkish Tourist Offices in North America to assure the success of all of Turkey's marketing and public relations endeavors in the market.

BT/MICE

To help build attendance at major international conventions and trade shows held in Turkey and to encourage attendees to extend their stay to enjoy the tourism attractions of Turkey, MSA will promote the major shows, conferences and symposiums in the trade publications for their respective industries.

We will promote your most important conference facilities in Istanbul, Ankara, Izmir and Antalya as well as to meeting and conference organizers to encourage them to select Turkey for their next meeting. In addition, we will promote the attraction of Turkey as an incentive travel destination, based on the diversity of its beach resort facilities as well as its historic attractions and natural wonders.

Travel Trade and Trade Show Support

North America's 20,000+ travel agencies potentially represent a powerful sales force for Turkey Tourism. Having hosted the prestigious ASTA Convention in 2010, MSA will support the ongoing education of American travel agents with a dedicated travel industry campaign aimed at leading travel, meeting and cruise trade media to generate greater knowledge and interest in Turkey among agents across the country to increase their sales of travel to Turkey. This will be accomplished through media visits, story pitches, releases and other activities.

In addition, we will provide PR support to the Ministry and tourism officials in preparing for and participating in leading trade shows. These activities will include developing advance press materials, pitching media to attend, arranging any necessary on-site press conferences, receptions or events, organizing interviews, providing counsel on trade show booths and programs, and media follow up. Shows include the NY Times Travel Show, ITME, ASTA, Luxury Travel Show, etc.

Cruise Connections

Cruise travel is one of the major ways that Americans first experience Turkey. As part of its overall public relations program, MSA will promote cruises to Turkey through press releases and pitching to print and broadcast media including:

- Promote cruises that feature Turkish ports of call and provide detailed information on the activities, tours, shopping and restaurants at the key Turkish ports of call
- Promote Turkey as an ideal pre- and post-cruise vacation destination and return visits

Crisis Management

M. Silver Associates has worked with numerous clients, including destinations, cruise lines, hotel companies and others, to develop and, in cases of necessity, to implement crisis management plans. These are created to prepare the client for handling emergencies ranging from natural disasters to political unrest and provide specific actions to be taken in communicating with media and the public.

We will regularly monitor the news media for coverage that could affect American travelers' desire to visit the country. Should a situation develop, M. Silver Associates will collaborate with Turkey Tourism and other Turkish officials to help manage the situation with the media, create media statements and make every effort to bring it to a swift and positive conclusion.

NON-BUDGETED CREATIVE IDEAS

We have developed a number of creative promotions to enhance Turkey's visibility to key market segments. We will determine budgets on an individual basis for the ideas that most interest the Turkish Tourist Office and its Ministry of Tourism & Culture.

EVENTS

Taste of Turkey Event for Gastronomy Media in NYC

Food provides a very special experience of the culture and diversity of the country. We suggest creating an experience of the diversity of Turkish cuisine, bringing two top Turkish chefs to prepare their signature dishes in the U.S. for the American food and travel media.

There are several ideas for the kinds of cuisine and event. One idea is to contrast traditional Ottoman cuisine with contemporary Turkish dishes. We could also consider preparing a tasting menu of seven dishes representing the seven regions of Turkey and show images of the region on screens in the room as each course is served. We suggest organizing "Taste of Turkey" at the prestigious James Beard House or the Culinary Loft for key media.

We would maximize the event by pitching the chefs to prepare a demonstration of Turkish cuisine on national and regional morning shows to generate immediate, high impact coverage. We would also seek the opportunity to present a food demonstration in the test kitchens of the key gastronomy magazines.

Bryant Park Festival of Turkey in New York

Bryant Park is one of the most beautiful, centrally located spots for outdoor festivals in New York. This would be an ideal venue to organize a high profile, exciting experience of Turkey. Elements could include: shops with Turkish products, Turkish films, performances, Taste of Turkey with stands featuring restaurants and bakeries in the NY area, chef demonstrations, fashion show, etc. This event needs to convey the elegance, style, design, gourmet cuisine, etc. providing a true experience of a visit to Turkey.

Celebration at the Rock

Utilizing the prestigious and highly visible location of the pedestrian plaza in the middle of Rockefeller Center, we can create an outdoor festival with numerous cultural and trade exhibits featuring Turkey.

- Professionally designed and themed outdoor festival with highly visible banners and graphics
- Corporate tents representing leading Turkish businesses including tourism, airlines, hotels, manufacturing, etc.
- Turkish Arts & Artisan tents (fine art, carpets, Iznik Tiles, textiles, jewelry, apparel, etc.)
- Daily staged entertainment (i.e. music, dance, fashion, etc.)

OTHER IDEAS

Broadcast Opportunities

- *Todd English "Food Trip"* – Todd English is very interested in filming two segments of his popular program in spring 2011 in Turkey, which will air in autumn of 2011. The show appears on the Public Broadcasting System nationwide which is available in 99% of U.S. television households. Travel arrangements for eight people including Todd English and crew would be necessary. An advertising package is also available to increase visibility and impact including a 15 second ad at the start and end of all 23 shows.
- *Dave Eckert's Culinary Journeys* – we met with the host of this popular culinary show and he would be interested in traveling to Turkey in 2011 to film two segments. Travel arrangements for the host and cameraman as well as a small production fee would be necessary.
- *Top Chef* - one of the most popular television programs in the U.S., is interested in traveling to Turkey to film their season finale. Filming takes place in January/February of each year and therefore, we would arrange this in 2011 to secure this important segment, which includes excellent footage of gastronomy and tourism sites in the selected destination.

Cruise 360 Public Relations Program

This important annual event for travel agents certified by the Cruise Line International Association is the most successful means of accessing and educating travel agents who specialize in cruises in order to increase their knowledge of the ports in Turkey as well as encourage them to sell more extended visits to Turkey before or after their cruise. A Destination Sponsorship would provide a variety of opportunities to educate the travel agents including: 20'x20' pavilion, destination workshops, attendance for Turkish Tourism representative, Turkey logo on conference materials and final attendee list for follow up mailings.

Partnership with Starbucks for Turkish coffee month

Turkish coffee is well known throughout North America and we propose a partnership with the best known American coffee retailer to promote Turkey. Components could include:

- Select locations in Manhattan based on several criteria: i.e. customer volume, prestigious locations, etc.
- Encourage Starbucks to create a special "Turkish Blend" espresso or coffee
- Turkey promotional material be distributed from colorful "Turkey" stands with evocative images of the country
- "Free trip to Turkey" prizes for customers
- Free Turkish music iTunes download cards at Starbucks – (Integrate with Starbucks' current promotion - Starbucks has been giving away iTunes downloads to promote its new "Now Playing" service which displays the name of the song playing in the Starbucks store at that moment, and allows customers to buy and download songs or albums directly to their device.

New B-Roll

Produce footage showing Turkey in best possible light, highlighting attributes that appeal to "affluent traveler" demographic

- Utilize new footage via proactive outreach to secure new broadcast segments
- Increases opportunities to work with industry spokespersons for trend TV segments
- Utilize segments on Turkey YouTube site to increase public knowledge and interest in the destination

CORE PROGRAM AND BUDGET

Agency Fees: \$22,500/month

Core Program includes:

- Regularly update and expand the press kit
- Develop full year Plan of Action Calendar including public relations and marketing activities
- Operate Turkey Tourism News Bureau in NYC office to handle all media relations activities
- Develop a customized media data base of target trade, consumer and special interest media
- Monitor media editorial calendars to maximize opportunities for media placement
- Pro-active media relations to top tier print and broadcast media
- Create and issue at least one press release, pitch or advertorial each month
- Write and lay out quarterly newsletter and distribute by email
- Invite and coordinate arrangements for individual press familiarization trips
- Arrange media interviews with top media for Turkey Tourism spokespersons
- Respond to media enquiries, conducting research as needed
- Promote festivals and events in Turkey
- Promote special interest conferences and symposiums in Turkey via vertical media
- Pitch production of television programs on Turkey
- Assist client in maximizing relationships and promotional opportunities with destination travel partners
- PR support for U.S. trade shows in which Turkey Tourism is exhibitor/participant
- Monitor news of Turkey to gauge American perceptions of Turkey
- Strategic planning and ongoing counseling
- Monthly team teleconferences regarding ongoing activities
- Monthly clipping reports
- Turkish public relations professional and senior management on Turkey account team
- Out of pocket expenses including telephone, fax, postage, messengers, travel in NYC, subscriptions, email distribution of press releases and newsletter, luncheons with media (approximately \$2,000/month)

Additional Out of Pocket Expenses, not included in agency fee, subject to client approval:

- Travel expenses for staff travel to Turkey
- Travel expenses for media visiting Turkey
- Special Event costs for venue, catering, audiovisual, decoration, etc.
- Press Clipping Service (contracted directly by Turkey Tourism)
- Promotional mailings
- Broadcast production and travel costs
- Special activities cited in "Non-Budgeted Creative Ideas" section

Month	VIA News & Marketing	MSA Press Releases & Pitches	Press Visits	Other PR activities
May	International Sales & Marketing Meeting, Toronto	Train Day (Pitch) Festival Hop (Pitch)	Finalize Maritime press trip Peter Greenberg ref press trip	CMM follow up emails Picturekal promotion (TBD)
		VIA Family Alternatives (Pitch)	Pitch Stephanie Abrams	Meet with CTC regarding support for press trips and promotions
June				
	Pride Toronto Sponsorship	Pride Toronto and VIA GL marketing endeavors (Pitch/Tweet) Canadian Summer Enhancements (Release)	Maritime Press Trip Esquire	Creative Mailer: Send PRIDE bracelets with press kit to GLBT media CTC marketing teleconference
			Set dates and invite media for Gaspé Press trip	Interview with Darrell Schuurman
			Eva Leonard, <i>Business Travel</i>	Finalizing Redbook promotion
				Creative Mailer: Coloring book mailer press kit to family media
July				
	Product Update: New photos of The Canadian with refurbishments	Fall Foliage on the Rail (Pitch) Tour Operator/VIA Success (Release) PRIDE Vancouver (August 4th) and Montreal (August 15) (Pitch) Travel Train Passes (Release)	Set dates and invite media for blogger press trip press trip Invite business travel media for individual press trip	Review Canada travel guides for VIA inclusion Woman'sDay.com promotion
August				
	Product Update: Usage of 3G network onboard and at the station (VIA to confirm details)	See the Parks with VIA (Release)	Terry Baker, <i>AAA Niagara to Toronto</i>	Pursue promotional partnerships in women's print outlets
	PRIDE sponsorship in Vancouver and Montreal	Upgrade of 3G network onboard the station (Release/Pitch) Discover the Picturesque Towns of Ontario (Pitch)	Lester Picker, <i>Freelance</i> Farm to Fork Ontario trip including rail to Niagara	Finalizing The Ellen Show promotion
		Fall Foliage on the Rail (Pitch)	Lori Rackl, <i>Chicago Sun Times</i>	
September				
	Product Update: LRC (Light, Rapid, Comfortable) Refurbishment, Economy and Business Class interiors; first 10 cars and the first Economy class cars should go into service	LRC Refurbishment (Release) How to sell Travel in Canada by VIA Rail (Travel Trade Release) Christmas in November (Pitch) Overall Refurbishment + Dining and Sleeper Cars (Pitch) Spa Packages (Pitch)	9-13 Arts press trip to Toronto with rail to Niagara	Meeting MSA & Social Media
October				
	Product Update: New tour operator and programs with VIA	Holiday Travel (Release/Pitch) Business Travel including WiFi and new upgrades (Pitch) New tour operators and tours with VIA for 2011 (TBD) Winter Vacations on VIA Rail (Pitch) The Transformation of The Canadian (TBD)	Toronto - Ottawa - Montreal Blogger Press Trip (October 1-6)	
November				
	Product Update: Toronto Panorama Lounge	Holiday Travel Deals (Pitch - shortlead) Luxurious New Panorama Lounge in Toronto Union Station (Release)		
December				
		Winter Fun Along the Rail (Release) Long Lead Spring Packages (Pitch)	Business Traveler media (TBD)	Media Tour with Ali and Pierre

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M. Silver Associates, Inc.
Attachment I
Period 08/01/11 - 01/31/12

270 Aruba Tourism Authority

Type	Date	Num	Fee	Expense
Invoice	08/01/2011	1108122	18,000.00	
Invoice	08/31/2011	1108506		1,761.29
Invoice	08/31/2011	1108509		4,299.63
Invoice	09/01/2011	1109123	18,000.00	
Invoice	09/30/2011	1109503		8,808.21
Invoice	10/01/2011	1110122	18,000.00	
Invoice	10/31/2011	1110524		9,460.25
Invoice	10/31/2011	1110525		3,937.48
Invoice	11/01/2011	1111104	18,000.00	
Invoice	11/30/2011	1111510		8,695.65
Invoice	12/01/2011	1112103	18,000.00	
Invoice	12/31/2011	1112509		1,952.26
Invoice	01/01/2012	1201105	18,000.00	
Total 270 Aruba Tourism Authority			108,000.00	38,914.77

360 Riviera Nayarit

Invoice	08/23/2011	1108133	5,000.00	
Invoice	09/30/2011	1109133	5,000.00	
Invoice	10/31/2011	1110134	5,000.00	
Invoice	11/30/2011	1111133	5,000.00	
Invoice	12/13/2011	1112127	5,000.00	
Invoice	12/21/2011	1112500		765.40
Total 360 Riviera Nayarit			25,000.00	765.40

372 Turkish Culture & Tourist Office

Invoice	08/31/2011	1108135	22,500.00	
Invoice	09/30/2011	1109134	22,500.00	
Invoice	10/31/2011	1110136	22,500.00	
Invoice	10/31/2011	1110504		508.99
Invoice	11/30/2011	1111134	22,500.00	
Invoice	12/30/2011	1112139	22,500.00	
Invoice	01/31/2012	1201137	21,500.00	
Total 372 Turkish Culture & Tourist Office			134,000.00	508.99

399 VIA Rail Canada Inc.

Invoice	08/01/2011	1108125	10,000.00	
Invoice	08/31/2011	1108505		727.94
Invoice	09/01/2011	1109128	10,000.00	
Invoice	09/30/2011	1109505		719.21
Invoice	10/01/2011	1110126	10,000.00	
Invoice	10/31/2011	1110503		595.79
Invoice	11/01/2011	1111103	10,000.00	
Invoice	11/30/2011	1111503		582.60
Invoice	12/01/2011	1112108	10,000.00	
Invoice	12/31/2011	1112508		593.77
Invoice	01/01/2012	1201108	10,000.00	
Total 399 VIA Rail Canada Inc.			40,000.00	1,772.16

844 Singapore Tourism Board

Invoice	08/01/2011	1108104	15,000.00	
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02/15/12

M. Silver Associates, Inc.
Attachment I
Period 08/01/11 - 01/31/12

Type	Date	Num	Fee	Expense
Invoice	08/31/2011	1108511		3,478.31
Invoice	08/31/2011	1108512		4,105.50
Invoice	09/01/2011	1109104	15,000.00	
Invoice	09/30/2011	1109521		6,198.23
Invoice	10/01/2011	1110103	15,000.00	
Invoice	10/31/2011	1110508		3,767.33
Invoice	11/01/2011	1111109	15,000.00	
Invoice	11/30/2011	1111513		2,042.15
Invoice	12/01/2011	1112122	15,000.00	
Invoice	12/31/2011	1112504		5,036.84
Invoice	01/01/2012	1201129	15,000.00	
Total 844 Singapore Tourism Board			60,000.00	10,846.32
TOTAL			367,000.00	52,807.64

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